



CSA as a Facilitative Foresight Tool

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Publication date:
2014

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Citation (APA):

Hansen, M. S., Rasmussen, L. B., & Jacobsen, P. (2014). *CSA as a Facilitative Foresight Tool*. Poster session presented at 5th International Conference on Future-Oriented Technology Analysis, Brussels, Belgium.

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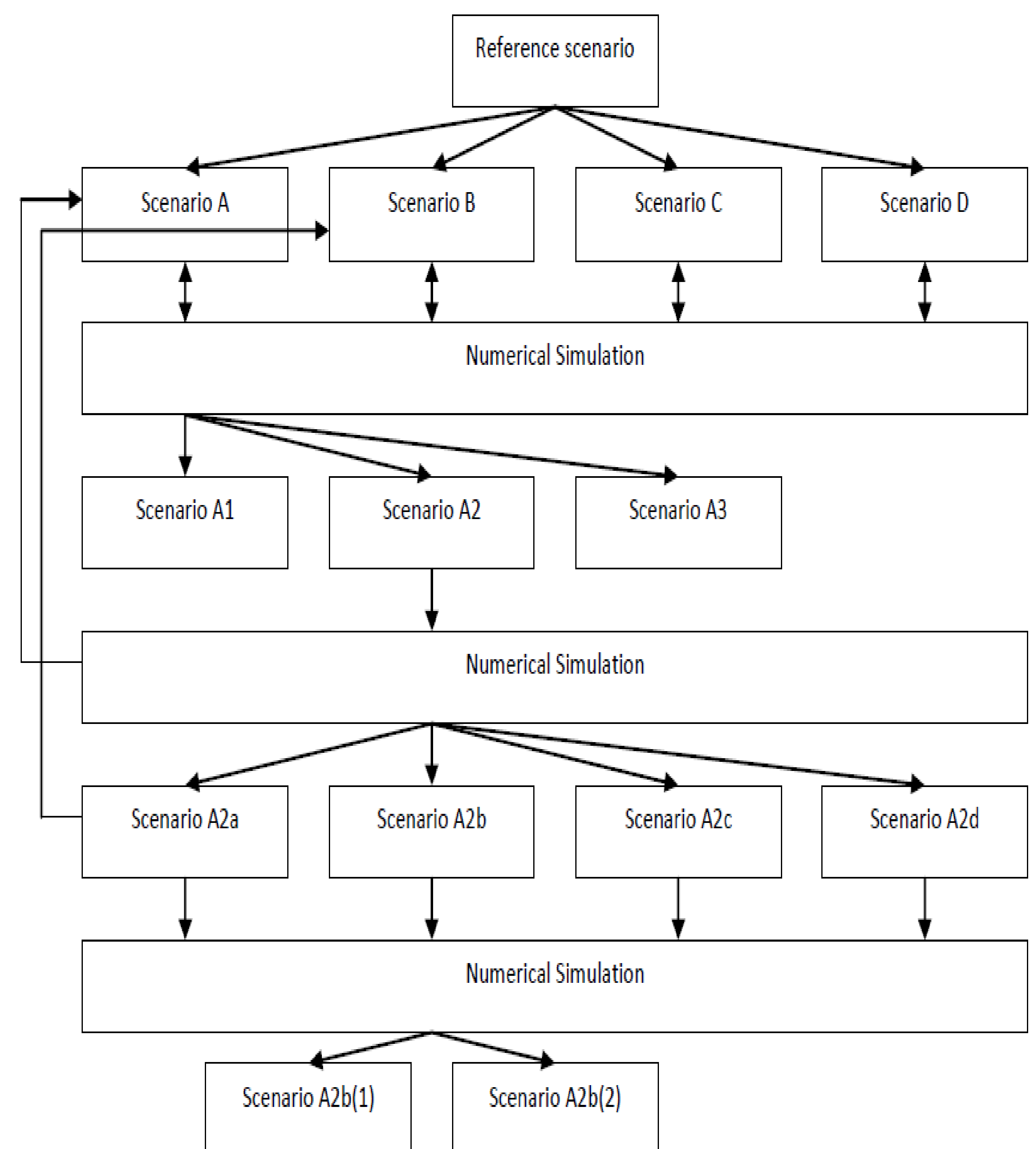
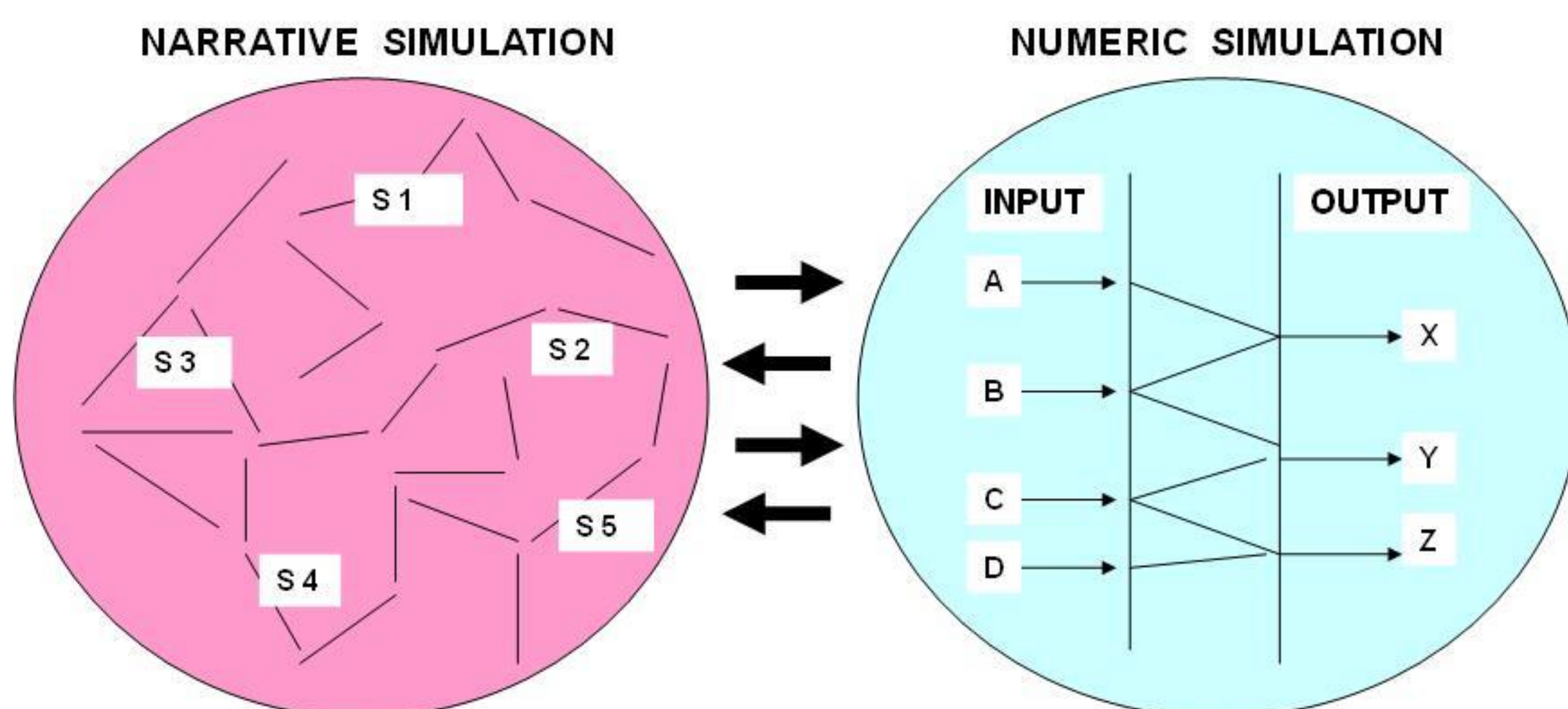


5th International Conference on Future-Oriented
Technology Analysis (FTA)
Engage today to shape tomorrow
Brussels, 27-28 November 2014

CSA as a Facilitative Foresight Tool

CSA a Combined Simulation Approach

Strategic tools are crucial for decision makers in organisations in particularly in rapid changing environments. CSA (Combined Simulation Approach) is a way to integrate narrative and numerical foresight tools together with real world stakeholders. The aim is to facilitate the interaction process between these stakeholders and foresight practitioners in order to create a more systematically and resilient decision process including qualitative and quantitative analyses as well as short and long term perspectives. Many approaches to strategy development exist, but most of them are based on either qualitative or quantitative approaches. However, it is the assumption of this approach that there is a need to develop combined approaches to strategy development and risk management exists. Such a combined simulation approach (CSA) can be used to support strategic and operational decision making.



The Shipping Industry as a case

Today's business environment in the shipping industry is characterized by global competition, changing conditions, and uncertainty. These challenges make it ever more important for shipping companies to develop and implement strategies in order to manage risks and plan for the changing circumstances.



Different Levels of the Organisation

CSA can be conducted at strategic, tactical, and operational levels of an organisation or a cluster of organisations. It can help decision makers to close the gaps of consistence that often exist between these levels. The intention of this combined simulation approach is systematically to test possible impacts of making strategic and operational choices in order to be prepared to make reflective and robust decisions about future investment and optimization strategies. The figure illustrates how it is possible to move interactively between the strategic and operational levels by using CSA.

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